

# GFEBS: Focused On The Future of Financial Management

## TRANSFORMATIONS IN THE RESOURCE MANAGEMENT COMMUNITY

By: Ms. Tamika Smith

### GFEBS—Transforming the Business of the Army:

It is an exciting time for the Army's resource management community. The General Fund Enterprise Business System (GFEBS) successfully deployed 1 October 2008, becoming the financial system of record for the Fort Jackson Garrison with worldwide deployment underway. For some time, Army Resource Managers have used Standard Finance System (STANFINS) and Standard Operation and Maintenance Army Research and Development System (SOMARDS) to perform financial management operations for the Army's General Fund. That is all about to change. As of January 2009, GFEBS has launched pre-deployment and site readiness activities for three "Waves" of deployment completed numerous site visits; launched training for the next release; and is gearing up on-site deployment teams, Supervisor Workshops, and site Point of Contact (POC) conferences in preparation for the 1 April 2009 deployment across the Southeast region and the ramp-up for the 1 October 2009 implementation.

GFEBS is here! The aggressive deployment timeline only emphasizes the extent of the transformation – Army-wide and worldwide. GFEBS is more than a new finance system, rather it includes new ways to collect business information, a new management information structure, new ways to conduct analysis, and significantly improved capabilities for delivery of financial services, accounting processes, asset management (e.g., Real Property Inventory), budgeting, and cost management.

The GFEBS Project is based on a partnership between the functional community which defines required capabilities and the program management/acquisition side, under the direction of the Program Executive Office for Enterprise Information Systems (PEO EIS). As the functional proponent and executive sponsor of GFEBS, Lt. Gen. Edgar E. Stanton, III, Military Deputy (MILDEP) for Budget, Assistant Secretary of the Army for Financial Management & Comptroller (ASA (FM&C)) has given the call-to-arms, stating, "GFEBS is my number one priority following the demands and needs of our organizations and Soldiers during wartime." Ms. Kristyn Jones, the Director, Financial Information Management, leads the functional effort, incorporating program, system and functional experts from the field, the financial management arena, and the industry enterprise resource community. Col. Simon L. Holzman serves as the GFEBS Project Manager.

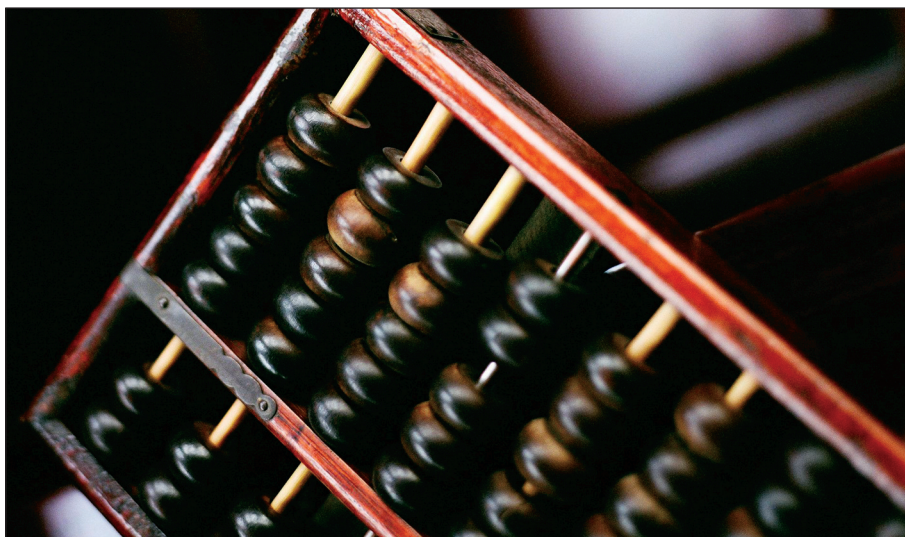
This is the first in a series of four quarterly articles focusing on GFEBS, its impact on the Resource Management community, and the exciting changes ahead for the Army, the Army National Guard, and the Army Reserves. This article builds the foundation for all future articles by showcasing the GFEBS Project, providing its system release schedule, enabling a high-level understanding of GFEBS roles and training, and highlighting each of the GFEBS business processes and targeted impacts. Future articles will expand upon these topics, discussing detailed impacts and benefits and creating a deeper understanding of the transition to GFEBS and the changes it brings.

The GFEBS Release 1.2 (R1.2) implementation was the proving ground for worldwide deployment and represents a significant milestone for the GFEBS Project, its sponsors, and the financial community. As the first leap towards global change, its success provides a springboard for communication and insight. Get ready....

### October 2008 Release 1.2 Deployment:

#### Overview:

The Army successfully implemented R1.2 of the General Fund Enterprise Business System (GFEBS) at the Ft Jackson Garrison in South Carolina after two years of requirements development,



system configuration, testing and training. Implementation affected 227 system end users from eight deployment sites, including Ft Jackson and Installation Management Command Southeast Region (IMCOM SE) in South Carolina and Defense Finance and Accounting Service (DFAS) in Indianapolis, Indiana. The Washington, D.C. area offices of IMCOM, Assistant Chief of Staff for Installation Management (ACSIM), Army Budget Office (ABO), Deputy Assistant Secretary of the Army (Cost and Economics) (DASA (CE)), and Deputy Assistant Secretary of the Army (Financial Operations) (DASA (FO)) were also impacted by the Release 1.2 go-live of GFEBS.

Implementation of R1.2 included many firsts for the Army and was achieved through the commitment of hundreds of experts, field staff, and organizational liaisons. It is important to take a step-back and look at the significance of these efforts and their impact on worldwide deployment across the Army. Below is a snapshot of the October 2008 accomplishments, by category, and their influence on the resource management community and future releases:

#### ♦ **Functional**

- ♦ Transformed over 400 business processes across six major process areas
- ♦ Developed a cost management structure for the Army, an entirely new concept for gathering critical management information

#### ♦ **Data Conversion**

- ♦ Converted over 400,414 master data records
- ♦ Subsumed 11 source systems
- ♦ Completed three mock conversions

#### ♦ **Technical**

- ♦ Established and built 15 interfaces to GFEBS
- ♦ Completed comprehensive test phase, which included product test, user test and over 1500 Federal Financial Management Improvement Act (FFMIA) test requirements

#### ♦ **User Roles**

- ♦ Assigned 221 end users to 121 GFEBS User Roles
- ♦ Release 1.2 end users have been assigned an average of six user roles
- ♦ Maximum number of roles assigned to one user is 30

#### ♦ **Training**

- ♦ Supervisors conducted Change Discussions with end users to prepare them for training and their new roles within GFEBS
- ♦ End users received an average of 90 hours of Computer-based and Instructor-led Training
- ♦ Conducted 164 Instructor-led Training (ILT) courses

Release 1.2 launched the beginning of large-scale transformation and site readiness activities for future releases have already begun. The following article sections provide information on GFEBS deployment.

#### **Deployment Section:**

GFEBS deployment activities build upon the successes and lessons learned in Release 1.2. The Release 1.3 and 1.4 (R1.3 and R1.4) deployment strategy mitigates disruption to Army operations by implementing the solution in seven stages, or Waves. GFEBS selected organizations to be included in each Wave based on regional locations, organization activities and reporting relationships, the Dynamic Army Resourcing Priority List (DARPL), Installations and all tenant organizations, and the schedules of other enterprise resource planning (ERP) Implementations. With this approach, the essential command operations at each installation will transition to GFEBS at the same time as the garrison. GFEBS has already begun deployment preparation activities for Waves 1 and 2, with Wave 1 deployment scheduled for April 2009 and Wave 2 scheduled for October 2009. The remaining waves will be phased in during Fiscal Years (FY) 2010 and 2011.

Preparation for each deployment wave begins approximately 12 months prior

to GFEBS implementation with the establishment of the Change Management Deployment (CMD) Network. Each Wave has its own GFEBS CMD Network with varied representation; however, typical membership includes Points of Contact (POCs) from the Directorate of Public Works (DPW), the Directorate of Resource Management (DRM), mission tenants from each installation, as well as representatives from the Headquarters (HQ) of each impacted Army Command (ACOM) and the Defense Finance and Accounting Service (DFAS) -Rome and DFAS - Indianapolis. The members are chosen by their leadership to be the primary GFEBS POCs to facilitate all site-readiness activities such as data conversion, training coordination, and user identification. "The use of a CMD Network was extremely helpful in Release 1.2," said Len Cayer, GFEBS Deployment Division Chief. Mr. Cayer further explains that, "on-site change agents, such as CMD Network members, are the cornerstone to a successful GFEBS implementation."

To prepare CMD Network members for their role as POCs, GFEBS holds a three-day Kick-off conference for each Wave to provide a detailed introduction to GFEBS. During the conference, POCs receive the training and tools needed to address questions on GFEBS scope and functionality, deployment schedule, resource mapping to GFEBS roles, and POC pre-deployment responsibilities to ensure a successful implementation at their sites. After the conference POCs continue working hand-in-hand with GFEBS on multiple fronts, such as driving through the CMD Network work plan.

In addition to these activities, GFEBS delivers a series of outreach activities, such as demonstrations, road shows and site visits, all aimed at preparing organizations for business process changes and go-live. GFEBS developed a demonstration, or "demo" tool, to exhibit system functionality to future end users. These demos are often leveraged at

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roadshows conducted across the Army to provide a practical display and overview of GFEBS and its business processes. These demonstrations allow end users and Army leadership to observe the functionality of the system first hand.

#### Roadshows:

Roadshows, in many cases, are end users' first exposure to GFEBS; and; therefore, primarily focus on building awareness in the field through the use of demos, Subject Matter Experts (SMEs), GFEBS staff overview presentations, and open forums for questions and answers.

#### Site Visits:

Site visits, on the other hand, are geared towards building a broader and deeper understanding of GFEBS for near-term deployment sites and collecting specific information from the field. Site visits are conducted approximately six to nine months prior to go-live and serve as a critical stepping-stone for transformation. Lasting approximately two days, these visits include both executive leadership and general sessions to encompass multiple demos, workshops, and opportunities for two-way communication.

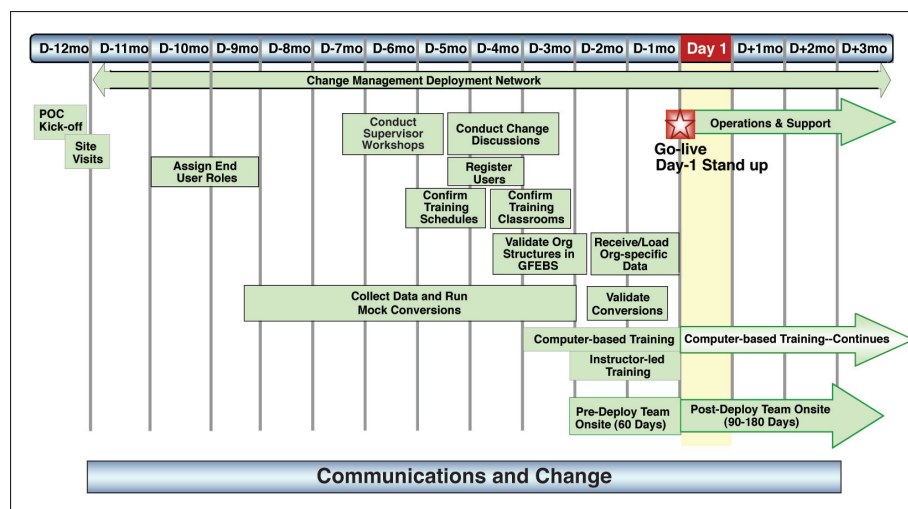
An important element of a site visit is the role assignment workshops. These workshops address how impacted end users will perform work in the new GFEBS environment; proper separation of duties and financial controls among users; and identification of end user roles to effectively and efficiently assign activities to users while maintaining performance excellence and customer service. Properly mapping roles to job activities ensures the training curriculum meets the needs of end users, streamlines the training registration and learning process, and ultimately drives the fields' ability to hit-the-ground-running on day-one (See the Roles & Training Section for more information).

#### Supervisor Workshop:

Building on the work done in the site visit and ongoing user roles, deployment and training activities, GFEBS conducts a series of Supervisor Workshops approximately three months prior to go-live. The goal of the Supervisor Workshops is to prepare supervisors at each impacted organization to conduct "change" discussions with their end users. The workshops provide supervisors with the tools necessary to facilitate these discussions utilizing Change Discussion Guides that elaborate on key GFEBS business process impacts and highlight user role descriptions and associated training. Additionally during the workshops, supervisors discuss scenarios, questions, and hot topic items that may arise as a part of the change discussion process.

together, creating those final linkages between the change aspects of GFEBS, its impacts and benefits, and training of end users."

GFEBS deployment involves a range of activities across the project in its efforts to create a smooth transition. Deployment is built on a matrix of teams within the GFEBS Project, SMEs, and stakeholders. The development and approval of the GFEBS deployment strategy; selection of sites for each deployment Wave; and the coordination between commands and organizations represent core building blocks in this large and complex financial management transformation. The outreach activities – Wave-specific POC Kick-off conference, the CMD Network, Roadshows, site visits, and Supervisor Workshop – link these units in the construction of a sound base. These certainly do not denote all the components

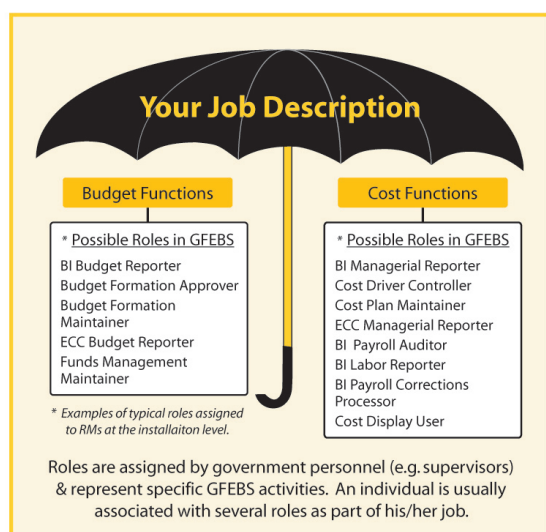


Mr. Jerry Weidner, Ft Jackson site lead and R1.2 CMD Network member, commented on the Release 1.2 workshop, "The Supervisor Workshops explain GFEBS functionality and the impacts at the command level. They provide an engaging environment for supervisors to practice discussion scenarios, increasing participant confidence in their knowledge of the system." One supervisor, Teresa Overby, DFAS-Indy System Accountant, commented on how the Supervisor Workshops, "...pulled all the pieces

of GFEBS delivery; however, they embody the significant tactics of worldwide implementation.

Several factors influence this deployment strategy, including strategic direction from executive and senior leadership strategic; the successes and lessons learned from R1.2 deployment; and stakeholder input. These items help shape the GFEBS Project's work efforts in training, development of business processes and system functionality and change management and communications.





GFEBS training uses a multi-level, building-block approach providing role specific training and basic system knowledge on GFEBS. To accommodate the differences between organization sites & commands, roles were designed to be modular allowing as much flexibility as possible to the assigning organization.

#### Roles:

1. Address how users will perform work in the new GFEBS environment
2. Allow for proper separation of duties and financial controls amongst personnel
3. Establish better consistency of duties across organizations
4. Lead to proper development of training programs by role; accurate role mapping is critical to ensure user are aligned properly & eliminate training redundancies

- ◆ Transaction processing vs. approving
- ◆ Available to anyone vs. restricted
- ◆ People can perform more than one GFEBS user role (for example, the average number in R1.2 was six)
- ◆ GFEBS user roles are assigned by government personnel (e.g., supervisors)
- ◆ User role assignment supports segregation of duties and financial controls
- ◆ Tools are being developed to help supervisors assign roles and communicate to their staff
- ◆ User role assignment drives GFEBS user training requirements

## Roles and Training:

### User Roles:

As briefly discussed in the Deployment Section in relationship to site visits, GFEBS user roles determine the SAP transactions users can perform and the data they can see. In other words, roles provide users the link between the systems (to include the business processes they are trained on) and how they perform their day-to-day tasks on the job.

GFEBS utilizes new terms and applies them in new ways, so it is important to create a universal understanding of common concepts. For example, roles simply represent the various "hats" people wear throughout the day at their job. One perspective is to view a job, job description, or job title as the larger umbrella that may change depending on where the job is located or under what organization, group or command. For example, a job entitled Resource Manager could include a number of job functions (or different job activities) depending on the size of the workload, duties, etc. A Resource Manager whose job description includes budget and cost functions most likely wears multiple hats (roles) to accomplish those job functions (activities).

Building on these basics, GFEBS user roles were designed to be modular, allowing for the differences in job descriptions across autonomous groups. Prior to deployment and training, government personnel (e.g., supervisors) are asked to assign roles. Role assignment is critical because it addresses how end users will work in GFEBS. Roles also allow for proper separation of duties and financial controls amongst personnel, providing the ability to efficiently assign activities to designated users and avoid degradation in performance or service. By developing specific roles, consistent duties are established across multiple organizations. "Properly assigning roles is critical to success and a smooth go-live experience," explains Ms. Jones. "Successful end user training and system access is directly affected by sites' abilities to determine the user roles they need and map them to their workforce."

#### A summary of roles is outlined below:

- ◆ GFEBS user roles are enterprise roles
- ◆ GFEBS roles determine the SAP transactions users can perform and the data they can see

#### There is a wide variety of GFEBS user roles:

- ◆ Every day vs. year-end

Therefore, role assignment is an important step in the deployment process. Each user's training curriculum is determined based on their role assignments, and training is a mandatory requirement for being granted system access to a role. Once roles are assigned, training becomes the next step towards final go-live.

### Training:

GFEBS Training begins approximately two to three months prior to deployment. In Release 1.2, GFEBS focused on a blended approach to training, offering 26 Computer-based Training (CBT) courses and 48 Instructor-led Training (ILT) courses. The GFEBS Training team conducted a total of 197 ILT training sessions at Ft Jackson, S.C., DFAS (Indianapolis, Ind.) and GFEBS Headquarters (Kingstowne, Va.). Release 1.3 and 1.4 training builds upon the R1.2 approach, with the addition of Virtual Instructor-led Training (vILT) and Train-the-Trainer (T3) delivery methods in tandem with ILT and CBT formats used in the prior release.

While the ILT and vILT methods are conducted with live instructors, all Computer-based Training will be web-based and available through the Army

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## Release 1.3 Training Strategy: Blended Training Approach

### Computer-based Training (CBT):

- Also known as Web-based Training
- Accessible via the Army Learning Management System (ALMS)

### Instructor-led Training (ILT):

- Delivered by an instructor in a classroom during a pre-defined training schedule

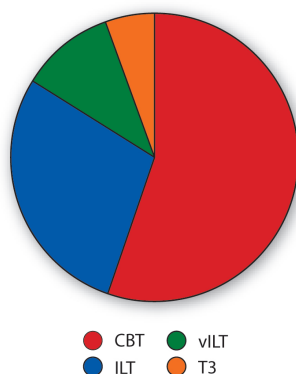
### Virtual Instructor-led Training (vILT):

- Delivered by a remote instructor to students in classrooms at the site or at their desks during a pre-defined training schedule
- Collaborative Army Training (CAT) used for delivery

### Train-the-Trainer (T3):

- Training site personnel to deliver just-in-time training
- Business processes that will not be used for a protracted period after go-live

Proposed Course Structure



As of 11/11/2008

Learning Management System (ALMS). For the T3 component of delivery, the focus is on training designated onsite training personnel to deliver “just-in-time” training covering business process areas. The expanded R1.3 training strategy will alleviate some of the resource scheduling constraints experienced in R1.2 by providing alternative training environments to the standard ILT course. Training for R1.3, Wave 1 begins this month, January 2009.

The linchpin of the training strategy is the four-layered curriculum approach that recognizes the need for GFEBS users to complete a sequential set of learning with a wider focus than just the need to learn the new system. These are:

- 100 Level courses – GFEBS overview courses
- 200 Level courses – Business process overview courses
- 300 Level courses – SAP navigation courses
- 400 Level courses – Role-based functional training courses

The GFEBS training plan will provide tailored, just-in-time learning in the most cost-effective solution, while maintaining a modular, scalable, delivery-friendly, and

flexible approach that can adapt to the Army’s operational tempo.

### GFEBS Functionality:

#### Business Process Areas:

Now that you have an understanding of how GFEBS will be deployed and the process for defining roles and training, it is important to understand the specific business processes GFEBS will impact.

After several years of requirements gathering and system blueprinting with Subject Matter Experts (SMEs) from dozens of Army commands, Army leadership determined the GFEBS functional component would focus on six major business process areas, including:

- Funds Management
- Reimbursable
- Financials
- Spending Chain
- Property, Plant & Equipment (PP&E)
- Cost Management

Each of these processes brings a range of benefits and impacts for the Army and various business process changes affecting the way Resource Managers conduct their

daily business. At a high level, GFEBS incorporates best business practices to the Army reimbursable process, provides clear audit trails, more accurate and reliable funds distribution data, interfaces with non-financial data from multiple sources and enables cost management activities. Additionally, as mentioned above, these business process changes comply with all known applicable processing and reporting requirements.

Meeting the requirements of the Department of Defense (DOD), the Army, and the field is a difficult challenge. GFEBS uses a collaborative governance structure to balance these system requirements while ensuring that the system delivers needed capabilities in a timely manner. A critical element is the ability to blend expertise across multiple Army organizations while developing new enterprise business processes. The GFEBS Project accomplishes this mix through the use of subject matter experts in each of the business process areas from sites around the world, as well as technical, deployment, and program and change management teams.

SMEs are involved on many levels of GFEBS design and implementation, to include requirements gathering, system testing and communicating GFEBS activities and impacts to their organizations. One of the most important responsibilities of these experts is representing the voice of the end user, organization, and the Soldier. Over 50 SMEs were involved in the development and successful delivery of R1.2 implementation.

To understand the impact of the changes GFEBS will enable, it is important to have a strong understanding of the six process areas addressed in the GFEBS solution. A high-level synopsis of each business process follows, providing resource managers with a baseline of information. Future articles will provide in-depth coverage of the changes in each process area.

**Funds Management.** Currently, the Army performs funds distribution and funds execution in different systems requiring numerous complex interfaces and manual processes. With GFEBS, however, funds distribution is within the same system as budget planning and funds execution.

Within GFEBS, Headquarters, Department of the Army (HQDA), approves the budget and pushes funding down to the lower level organizations for execution. This functionality allows users to perform strategic planning, manage master data, control funds, and provide funding for periodic operations. Because funds distribution is conducted within the same system as funds execution, the impact of spending actions is seen immediately in budget and financial reports.

Ultimately, funds management within GFEBS will support the tactical day-to-day decisions leadership must make by allowing them to perform a real-time funds check and immediately execute funds. In addition to decreasing error and the need for manual data entry, funds management prohibits the ability of users to over-obligate funds. If there is not

enough money to fund a project, a hard stop occurs and the project will remain on hold until sufficient funds become available. This is significant because it is a major paradigm shift from how resource management is conducted today.

**Reimbursables.** This process area involves managing accounts receivables, processing reimbursable orders, and managing customer master data, billings, and collections. Receivables are not limited to monies due from the sales of goods and services. They are also established for outstanding debt.

GFEBS greatly improves the reimbursable process by incorporating best practices that reduce the workload for Army-to-Army reimbursable agreements. For the first time, organizations will use direct charge between intra-Army orders in which both organizations use GFEBS. This means that with GFEBS it will no longer be necessary for Resource Managers to process Military Interdepartmental Purchase Requests (MIPRs) to other Army customers. Additionally, Army personnel will eventually calculate interest payments and fees in real-time, allowing organizations to collect owed payments

faster and more accurately.

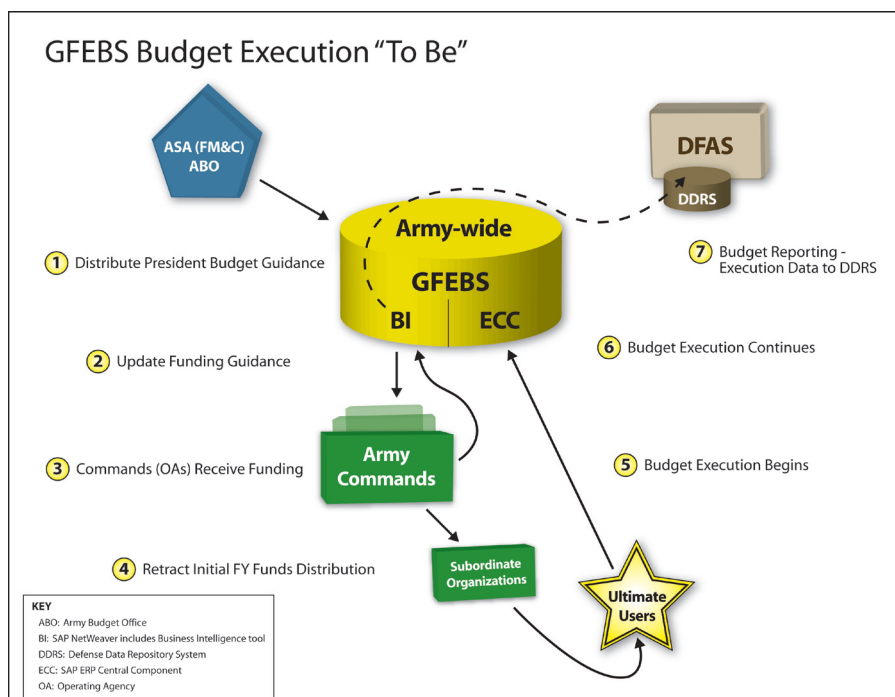
**Financials.** As you know, the Army currently has multiple instances of general ledgers that must be consolidated before generating the Army's financial statements. This often leads to inaccuracies. The GFEBS solution establishes a single general ledger for the total Army General Fund environment, nearly eliminating reconciliation and DOD elimination requirements. This new general ledger, which follows the DOD's Standard Financial Information Structure (SFIS), has an expanded structure that provides the Army with comprehensive reporting capabilities and improved efficiencies for period/year-end close activities.

Using standard transaction codes, GFEBS captures business events at the transaction level and posts to the general ledger in accordance with Treasury Fiscal Year 2008 United States Standard General Ledger (USSGL) account transaction posting rules. These standard tracking codes allow end users to track activities by element of resource and Common Levels of Support. Field level staffs will not be responsible for managing master data elements such as accounting process codes.

Each expense object classification or elements of resource (EOR) has a one-to-one relationship to a unique general ledger account and commitment item. This mapping reduces the number of EORs from over 1700 to less than 300. Much of the manual work for the period-end close process, such as posting accruals, depreciation, and other recurring entries, will become automated in GFEBS, thereby reducing downtime for closing processing.

One example of how streamlining the number of GL Accounts aids external reporting and simplifies month-end and period-end close-out is GL Account 6100.11B1, the payroll expense account for Civilian Base Pay Full-Time

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Permanent. The .11B1 is the “point account” and it replaces all 11B, 14B & 16B EORs. As a result, there are significantly fewer accounts for the Resource Manager to wade through to determine what the correct commitment item should be and track for payroll purposes.

Spending Chain. With GFEBS, the Army no longer requires a manual paper-based process for completing Purchase Requests (PR); instead the workflow is automated. Additionally, instead of waiting for lengthy approvals to see if funds are available to complete a transaction, GFEBS users will have real-time funds check for commitments, obligations, expenses, and disbursement. In fact, GFEBS spending chain functionality streamlines processes for assemble to order processing, contract maintenance and sourcing rules, procurement with logistics, and accounts payable.

The improvements GFEBS brings to procurement processes may be of more importance to the contracting community than the resource management community. However, it is important to note that GFEBS provides best business practices in this area through automated funds availability check, linking commitment to obligation to receipt of goods to disbursement, and clearly showing the workflow process for approval of funds and funds certification (i.e., hard stop noted earlier). In other words, changes in the spending chain area directly tie to changes in other GFEBS business processes.

Property, Plant & Equipment. Similarly, while the resource management community may not work with this process directly, it is important to understand the business process changes in the Department of Public Works (DPW) community, which have an impact on financial transactions and asset reporting.

### The PP&E business process is composed of four key functional areas:

- ♦ Managing Real Property: Utilizes a single real property inventory of all General Fund assets to include land parcels and leases for the Active Army, the Army Reserves, and the Army National Guard
- ♦ Plant Maintenance: Creates a standard business process for all real property maintenance activities
- ♦ Assets: Provides for real property reporting and communication between the Army’s logistics and accounting business areas
- ♦ Project Systems: Automates many required real property processes presently done manually

Managing PP&E in a single database provides an automated and streamlined end-to-end business process for the Army that enforces compliance with Army policies, increases efficiency, and reduces operating costs. Currently, Army leaders have limited visibility into real property records, few standardized processes for planning and performing maintenance

on real property and equipment, and little information regarding auditable asset valuation and depreciation. PP&E functionality meets these needs while improving system capabilities.

Cost Management. Enterprise-wide cost management is a new concept for the Army and requires participation by both the resource community and operational managers (OM). It enables the Army’s mission of supporting the Warfighter by providing decision support information for analyzing business and operational situations and by supporting the planning, programming and budgeting of Army expenditure and output data. With cost management, the Army will have full cost accountability, a better understanding of true costs, and cost reporting and analysis across business hierarchies.

To put this in perspective, it is worthwhile to view Army finance from two perspectives: 1) the traditional, financial and regulatory approach — focused on assuring dollars are spent solely for their intended purpose, and 2) cost management — which answers the question, “What is the true cost of a specific Army output or product?” The

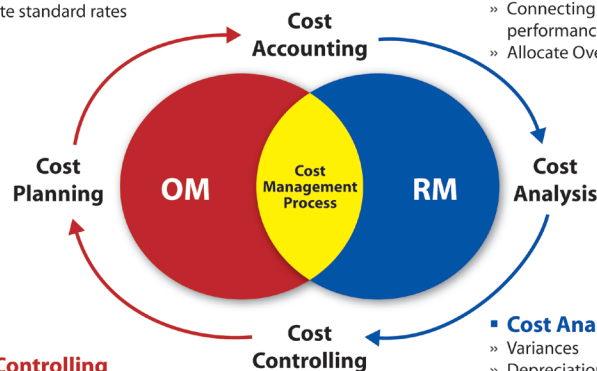
### Cost Management Involves

#### OM

- **Cost Planning**
  - » Set cost targets and efficiency goals
  - » Compute standard rates

#### RM

- **Capture and Value Data**
  - » Accurate, timely and relevant data
  - » Connecting operational output/performance data to financial data
  - » Allocate Overhead



- **Cost Controlling**
  - » Move to action based on analysis
  - » Change targets
  - » Change resources
  - » Change quality

- **Cost Analysis**
  - » Variances
  - » Depreciation
  - » Trends and forecasting
  - » Product, service or activity cost by element (labor, contract, etc.)
  - » Understanding full costs of organizations, operations, products and services

cost perspective starts from the vantage point of an internal manager rather than the viewpoint of an external auditor, assessing both direct and indirect costs.

Cost Management is a process of managing business operations efficiently & effectively through the accurate measurement and methodical understanding of the “Full Cost” of an organization’s business processes, products and services to provide the “best value” to customers.

Overall, these business process areas provide significant benefits to the Army and its financial management portfolio. Once implemented, the impact and realization of these benefits will be experienced throughout the Army, the Army Reserves, and the Army National Guard — driving change, shifting the culture that surrounds financial management and delivering a superior system to meet the demands of a complex and volatile resource management environment.

#### Close and Summary:

As mentioned above, SMEs from the field serve as a critical link in ensuring GFEBS meets the Army’s requirements, and thus, continued communication and coordination between the GFEBS Project and the resource management community is necessary to ensure success. Additionally, it is imperative these process changes be at the forefront of change discussions focused on creating ownership among commanders, managers, and supervisors across deployment sites. GFEBS delivers more than a new tool or system; rather, it is a priority of

commanders and supervisors throughout deployment communications activities, such as site visits, Supervisor Workshops, and CMD Network calls. A key part of a successful system deployment is ensuring users and their supporting organizations know what is coming and what to expect.

The resource management community has an opportunity to become the early experts on GFEBS. How can you get yourself prepared for the changes that GFEBS will bring? Use the information you have gained about GFEBS to get involved, early and often. Build on the fundamental concepts outlined in this article and communicate the importance of GFEBS to others. A change of this nature has not occurred in the Army financial community since the sixties; GFEBS is “live” and will impact all resource managers, their sites, organizations, partners, and teams.

A single article, certainly, will not cover every detail and answer all the questions that might arise. It does allow for early education and awareness, and hopefully, creates a desire to find out more. The April 2009 Quarterly GFEBS article, the second of four publications, will add the next chapter to your knowledge of GFEBS. Get ready for the April magazine edition for information on Wave 1 successes and deployment; read about site visits conducted for Wave 2; receive updates on project timelines, training strategy, and communications; and dive into the details on Funds Management, Financials, and Cost Management business processes.

There are additional resources available to users on the GFEBS website ([www.gfebs.army.mil](http://www.gfebs.army.mil)) including news articles; the GFEBS Times interviews with Lt. Gen. Stanton, Ms. Kristyn Jones, and Col. Holzman along with archived copies of earlier editions; Frequently Asked Questions (FAQs); and briefings and background materials on GFEBS for use in the field. GFEBS is also updating its website to include user-friendly tabs on each of the teams, as well as “hot topics” on training, deployment, communications, and release schedules. GFEBS encourages everyone to become an expert on GFEBS. It is the future, and has a significant impact on the future of the resource and financial management community of more than 79,000 users around the world. Get ready, get involved, and get the knowledge—GFEBS is here.

Questions and feedback can be sent to the GFEBS Project email at [gfebs.info@us.army.mil](mailto:gfebs.info@us.army.mil). Requests for demos, presentations, and/or roadshows can be made using the online Event Request Form at <http://gfebs.army.mil/contact/request/>. Media and outreach organizations may contact Ms. Tamika L. Smith, GFEBS Change Management & Communications Lead at [tamika.l.smith@us.army.mil](mailto:tamika.l.smith@us.army.mil) or by phone at 703.682.3809.

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Headquarters	Command	Operational
<ul style="list-style-type: none"> <li>Increased controls and accountability</li> <li>Integrated financial and related non-financial functional data</li> <li>Quantitative analysis for program and budget formulation</li> <li>Auditability of the Army’s General Fund</li> </ul>	<ul style="list-style-type: none"> <li>Oversight of expenditures at the operational level</li> <li>Forecasting of budgets and costs for planning and subsequent tracking of execution</li> <li>Cost analysis at the aggregate level</li> <li>Improved asset management activities</li> </ul>	<ul style="list-style-type: none"> <li>Access through single point of entry in a web-based system</li> <li>Integration with work orders and job orders</li> <li>Cost management through access to functional data in real-time</li> <li>Reduced reconciliation and redundant data entry across the Army through transparent financial information</li> </ul>